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AUTHOR Harris, Thomas E.
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ABSTRACT

Effective leaders operate with three different styles: manager-as-technician, manager-as-conductor, and manager-as-developer. The first two work well if the manager remains a hero, but this heroic style diminishes the subordinates' own capabilities and confidence and is counterproductive to change. The post-heroic manager, or manager-as-developer, makes the group responsible for successful change. By using a shared-responsibility approach, the manager develops the group members' abilities to aid the change process. Within the post-heroic management model, the following five steps should be followed to obtain change: stimulation, initiation, legitimization, decision, and action. Stimulation requires the manager or an appropriate group member to indicate interest in the need for an idea or innovation. Once interest is created in the idea, the process of initiating the new idea into the organizational system can occur. Those in power must then legitimize the innovation so that other group members will be more likely to provide a favorable hearing for the change. Finally, the decision to act and the execution of the idea both involve full participation by members. (SRT)

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ORGANIZATIONAL COMMUNICATION: FOCUSING ON LEADERSHIP BEHAVIORS AND CHANGE MANAGEMENT

Thomas E. Harris, Ph.D.
Department of Communication
University of Evansville
1800 Lincoln Avenue
Evansville, IN. 47722

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ABSTRACT

Successfully managing change is a critical organizational communication skill. This paper provides an analysis of the three leadership styles used in organizations to determine their effectiveness in implementing change. The manager-as-developer style is seen as the most appropriate.

The five stages of change implementation--stimulation, initiation, legitimization, decision and action--are presented. Finally, the five strategic methods for arguing for change--relative advantage, compatibility, complexity, trialability, and communicability--are discussed.

ORGANIZATIONAL COMMUNICATION: FOCUSING ON LEADERSHIP BEHAVIORS AND CHANGE MANAGEMENT

INTRODUCTION

Advances in technology and changes in organizations require a careful reexamination of the methods for using communication in leadership and change processes. The first half of the 1980's has witnessed two simultaneous developments. Along with the increase in a dependence on technology, there has been a reaffirmation of the pivotal role of communication in business and organizations.[1] Central to this role for business communication are the behaviors required for the effective manager and leader at any level of an organization in the change process.

This paper discusses the need for a managerial style labeled as post-heroic. Based on this model, the five stages of change implementation and the strategic methods available for arguing for the implementation are presented.

LEADERSHIP STYLE

Effectively incorporating change is one of the characteristics discussed in practically any analysis of successful businesses and organizations.[2] The types of behaviors used by the leadership in the organizational development process are analyzed from a multiple perspective by Peters in Passion for Excellence. His model, derived from extensive anecdotal information accumulated from an investigation of successful

organizations, centers on Management by Walking Around (MBWA), which is based on the components of concern for people, care of customers and constant innovation.[3] Since his analysis examines behaviors that are largely symbolic and political, many traditional managerial activities seem to be excluded. The difference actually lies in the focus for traditional management which has been relational or humanistic while effective leaders seem to be able to view all of the collective behaviors of the organization. "They are leading managers, managerial leaders, something more than the custodians of the status quo."[4]

The types of behaviors used by this change oriented leader are not as elusive as it might initially appear. In an extensive analysis of the various studies of successful organizations, Bradford and Cohen, in Managing for Excellence, provide an important perspective for the type of leadership needed for managing change as an integral part of management.[5]

Heroic Management

There exists, they argue, a basic difference between the type of management traditionally practiced and the type needed for future organizational development. The traditional mind set of managers has been toward a heroic approach to the job. When problems occur the manager is the one individual who will provide the solution to the problem, get the right data out, come up with an answer, or make the final decision. Regardless of the amount of delegation or the background of the individual's subordinates, the ultimate responsibility rests with the manager. Second, managers feel responsible for getting the work done by making certain individuals work well together. Neither of these attributes are

necessarily harmful to getting the job done, they simply prevent it from being done as well as possible. Bradford and Cohen point to the traditional definition of the manager's role, "getting work done through others"[6] as symbolic of the problem. Since the manager accomplishes this goal through staffing, planning, delegating, coordinating, and controlling,all activities are also directed through managers who become the nerve center of the structure.

This heroic approach can work well in a setting where development is not a necessity. When change is involved the heroic manager becomes a counterproductive role model for the subordinate. Since their responsibilities have been limited by the model, they concentrate on narrow departmental interests and specialties. According to Bradford and Cohen, the image many managers carry of themselves is a mixture of the Lone Ranger and John Wayne. As they act out this self-image, subordinates show less iniative and are less likely to be helpful in the change process.

To further develop their concept, Bradford and Cohen divide the heroic manager into two specific styles: manager-as-master-technician and manager-as-conductor. The manager-as-master-technician is the natural outgrowth of the process of promotion based on past performance in a specific technical area. Someone who is an excellent salesperson will often be promoted to manager of sales or sales training. Since an individual's technical expertise allowed them to get into management they will tend to view that expertise as important to maintaining their managerial position. The manager, using this style, has the answers to problems, possesses greater knowledge or is dealing with young, inexperienced subordinates. If there are few demands for interpersonal contacts, a manager who is basically the top technician can function well. Finally, when there are problems

that should only be solved by someone who knows the answers, this type of heroic management can be useful.

However, the technician tends to depend on past training for answers which may not be appropriate to present and future needs. Almost any new technology requires some additional knowledge and input. This style also leads to over supervision which ultimately removes the challenge for subordinates and creates an increased dependency on the supervisor or manager. Finally, there is a potential for avoiding the human side of management and relying only on technical responses. A technical perspective will look for the correct answer rather than listening, being patient, or considering flexibility.[7]

Focusing on the technical part of a job can be highly rewarding for the manager since it is often the area where they are the most successful. So, rather than spend time developing participatory management, or attending meetings, they relish the opportunity of getting back to the "real" work. The challenging technical problems are the source of their own gratification and they tend to focus on these activities. Although this might be a wise approach for accomplishing the day to day activities, this style reduces incentive for subordinates to develop and participate in decisions.

The second style, manager-as-conductor, is the natural outgrowth of movements toward participatory management, people oriented leadership, and acceptance of concepts such as Theory Y. The manager-as-conductor agrees with the concept of managing people so that the job gets done through other people. Conductors tend to see this as the central goal of their management and become much more likely to control individuals and to make certain they do the right thing. The conductor uses organizational pro-

cedures which work well in making certain the various parts of the department work well together. Concepts such as management by objectives (MBO), performance reviews, and accountability statements allow the manager-as-conductor to track the progress of the various parts of the department. These forms of management allow for control of the process, enhance coordination and planning, and reduce the need for hands-on management. At the same time, they also increase the dependence on impersonal forms of control since the very goal of these forms of management is to depersonalize the contact and spend more time coordinating the process. To Bradford and Cohen, this type of manager is similiar to a orchestra conductor since the individual acts as a coordinator of the department much as a musical conductor acts to make certain all the parts of the orchestra work together. However, the manager-as-conductor also increases dependence on this central coordinating behavior and subordinates let the planning and developing function become the sole concern of this particular manager.

Both of the heroic styles of management tend to increase dependency by the employee on the manager's direction, knowledge, and planning. A cycle develops which creates a self-fulfilling prophecy regarding the employee's ability to become independent as Chart I indicates.

---INSERT CHART I---

Although the manager-as-technician is the most obvious example of the tendency to be central to all operations with all the answers, the manager-as-conductor consistently offers direction toward the correct solution with careful control of the direction. The conductor is often admired for being able to effectively manage and being on top of the operation. This very asset

is also the liability for the style since all responsibility for keeping the various activities working well rests with the conductor. Therefore, the subordinates are unlikely to carry out initiatives since this might upset the coordination so carefully orchestrated by the conductor.

Both of these styles emphasize the manager who either has the answers as the technician or is in control as the conductor. The subordinates abilities are underused and their commitment to development is minimal since the responsibility is being born by the manager. Anytime a manager takes full responsibility for coordination, subordinates will feel over-controlled. If the manager provides the overall goals of the organization, subordinates find concentrating on their own provincial goals more productive and will therefore feel less committed to the overall organization. If the manager has all the final answers, subordinates will feel underused and blocked. In the end, the subordinate strives only for adequate performance since there is no sense of responsibility or commitment. Bradford and Cohen see the heroic manager as sufficient for many of the routine tasks in an organization. However, with the need for development and change, stifling subordinates is counter productive. For many managers, heroism is an effective way to get specific jobs done and to feel personally rewarded since the subordinates are dependent on the manager.

Post-heroic Management

Bradford and Cohen propose the "post-heroic" management style or the manager-as-developer. In a changing environment, with a goal toward excellence, someone must be available to manage individuals, allocate resources, coordinate, coach and perform the various other vital managers functions. How, then, is this a post-heroic style or different style?

Although there is a certain ring to announcing a style labeled post-heroic, "no part of the new model is all that unfamiliar to any contemporary manager."[8] What is new is the concept of being change oriented toward the "creating of a team of key subordinates who are jointly responsible for the department's success. At the same time the manager works to develop management responsibility in subordinates, he or she must help develop the subordinates abilities to share management of the unit's performance."[9] Bradford and Cohen found this shared responsibility, which abandons managerial control for joint effort and control, to be the single defining characteristic in the excellent managers and the excellent organizations. The key element seems to be the abandoning of a central figure who is overly responsible for subordinates who, intentionally or unintentionally, becomes the overcontrolling hero. The manager as developer learns "to have impact without having control, to be helpful without having all the answers, to get involved without demanding centrality, to be powerful without needing to dominate, and to act responsible without squeezing others out."[10] There are two basic elements in the post-heroic model. First, this manager uses genuine group responsibility. Although there has been a great push for participative management in many circles, the real issue is not just participation but responsibility in the implementation of the decisions. Recent studies indicate this is the critical element to be added to the process of decision making. For example, to obtain increased acceptance and use of office automation , Honeywell successfully employs task teams to smooth the way for the new technology.[11]

The second factor is the type of leadership behavior the post-heroic style requires. On the surface, one would assume a continual employee involvement process. However, Vromm and Yetton found that effective managers

actually use three different styles.[12] The post-heroic style is most appropriate in circumstances where there is an actual need for full participation and responsibility and this is labeled the joint style. The leader shares the problem with the subordinates and together they generate and evaluate the various solutions. Decisions are made by consensus and the leader does not attempt to impose the solution on the subordinates.

Managers are still very successful in making decisions by employing the manager-as-technician or the autonomous style, when there is no need to involve the subordinates. For issues requiring involvement, the manager-as-conductor style, or consultative style, is useful for gathering information and maintaining ultimate responsibility with the manager. Performance appraisals, although they should be consultative, would not work well as joint or group decisions.

The problem is many managers fail to make style decisions when innovation or change is needed. "Authoritarian and meritocratic norms are deeply embedded in American culture, with great emphasis on individualism and competitive struggle for recognition and authority. As a result, the concept of collaborative decision making and its implicit diffusion of responsibility and control is typically rejected in large American organizations as foreign and counterproductive."[13] Yet the use of the participative approach is the only real manner for obtaining acceptance of change. The tendency to move toward the heroic style, where individual success is seen as the key element, hinders many attempts at innovation.

The post-heroic manager uses the joint decision making process where the leader and the subordinates collectively make the decision. The manager does not try to impose his or her solution on subordinates and

the goal is to have support from the entire group. Evidence indicates the joint style increases members feelings of responsibility for the group's success, builds a common orientation, and creates internal group influence toward collective ends.[14] The secret to the post-heroic approach is sharing responsibility which also leads to shared managing of the process of change. The value of the Bradford and Cohen approach is understanding the inherent limitations of the heroic approach for change.

Finally, many managers are tempted to invoke tremendous persuasive powers, or to look for some manner of designing the change so the subordinates will be totally sold on the concept. Unfortunately, this type of heroic response leads to a lack of genuine support on the part of subordinates since the change is championed by a hero whose charisma provides the real reasons for the change. When the leader is not available, does not have the answers, or has failed to discover the particular motivational needs of the subordinates, there is much less likelyhood the change will be successfully implemented. In addition, although many managers are extremely proficient in determining the issues in the change process, the group is more likely to forsee the broad variety of obstacles to implementation.

The manager's perspection of the organization's environment is a critical factor in determining which type of style is most likely to occur. Ten prevailing factors must be taken into consideration in choosing the manager's likely choice. As Chart II indicates, these ten factors can be translated into a style choice test.

---INSERT CHART II---

Although there is insufficent information to make this particular test universally valid, I have had success in using it with organizations to show

the perceptual blocks some managers may have regarding their subordinates. These blocks can lead to the inability to incorporate effective change in an organization. Fritz provides a fifteen question test which allows managers to guage their assumptions about their subordinates with the results ranging from autocratic to developmental.[15] The goal of both tests is to help leaders and managers see the blocks they impose on developing subordinates and their departments.

In summary, effective leaders can operate with three different styles. The first two, manager-as-technician and manager-as-conductor, work well as long as the manager can remain the hero. This heroic style, however, diminishes the subordinates own capabilities and confidence and will work in a counter productive manner for the change process. The post-heroic manager, or manager-as-developer, makes the group responsible for the success of the change process. By using the shared-responsibility approach, the manager also develops the group members' abilities to aid the change process. This is not an attempt by the manager to simply have more participation. In fact, much of the failure of past attempts at employee involvement might lie with the manager's approach which, if it included taking responsibility, remained heroic. The manager-as-developer understands the importance of involving employees in the particular change decisions where the participation will be meaningful through setting goals or providing better understanding among the members of specifically what their roles are in the decision process.[16]

CHANGE MANAGEMENT

There is a fundamental difference between change and the simple evolution of an organization. All organizations will change in the sense of

expanding, using new equipment, or new procedures, by the very nature of their interacting with their environments. Change is the conscious effort to work toward a better, different or necessary goal. The excellent companies are replete with examples of this proactive approach to development. This is an important distinction since adaptation can be done successfully by the heroic manager. Adaptation includes the tendency to add another muffler to a bad exhaust pipe rather than designing a cleaner running engine. Though a great deal of personal sacrifice of time and energy, and some intense policing of the process, the traditional manager can carry the load and make some changes in his or her part of the organization. The difference between the heroic and developer as managerial style lies primarily in the use of subordinates to guarantee the change process will succeed. As already indicated, the post-heroic manager works to develop subordinate's abilities to manage their own changes. Whereas the heroic manager might attempt to cope with change by reducing ambiguity through the use of "time-tested" principles, the post-heroic manager will allow the group to develop the appropriate means for responding. Rather than looking for "one right way," the manager-as-developer seeks a proactive resolution through the use of subordinates.

Marshall McLuhan often remarked that "we march backward into the future" and make decisions based on "rearview merrorism."[17] We look to the past to explain the future rather than looking at the present and future to find the factors critical to understanding changes.

Managerial style is often dictated by the perspective used in responding to change. If the manager looks for explanations by relying on past experiences, either the technician or conductor styles are likely to emerge.

If the manager looks to the group for a solution, then there is an ability to expand beyond individual past experiences.

Decision-Making Process

Five steps should be followed to obtain change. Although the manager-as-developer must let the eventual decision base lie with the subordinates, systematic approaches to introducting change are necessary. The five steps are stimulation, initation, legitimation, decision and action.

Stimulation requires the manager or an appropriate group member to obtain interest in the need for an idea or innovation. Often, change is introduced by the leader without providing others with a rationale or an interest in the different approach. When that occurs, some subordinates are likely to compare the change with old procedures which are "tried and true." Given the general tendency of some individual to resist and find fault with change; to be "naysayers" in organizations; or to adopt a general "yes, but" approach to ideas; creating interest before actually trying to introduce the change is a necessary first step.[18]

Once interest is created in the idea, the process of initiating the new idea into the organizational system can occur. During this stage, the manager needs to examine the characteristics of the innovation(s) that can be used to persuade adopters of the potential usefulness. Although the manager may be most aware of the needs and the relative advantages of a particular change procedure, studies indicate subordinates should develop the change process and provide the rationale. Argyris found change strategies initated by top management, although they can be forced through, rarely succeeded in overcoming the built-in resistance created during the forcing

process.[19] In fact, as management overcomes the barriers to change, pockets of resistance form because of the applied pressure. Argyris reviewed his notes regarding change attempts in thirty-two organizations and in every case identified management imposition of change as the major barrier to long-term acceptance. Almost twenty years later, this need for bottom-up strategy development is still seen as the best means for obtaining change acceptance.[20] Bradford and Cohen have made it clear that successful changes can be obtained for the heroic manager, just as Argyris does, but the costs for both the manager and the change itself, are much greater than by using the post-heroic style. Change, in other words, can be forced by the manager, or the manager can seek to outwit all the potential barriers. Ironically, the manager also ends up working much too hard for the change itself, and will therefore become resistant to potential improvements, alterations, or suggestions by others. The manager can become the major impediment to future development!

The third issue is legitimization of the innovation by power holders. Often, particular power holders try to influence the direction of change. An approach more likely to succeed with an organization is to incorporate the group as a whole since individuals involved in the change process will also be likely to follow-though. Within the group there are opinion leaders who can significantly influence the manner in which the change is considered.[21] By having a source of legitimization, the other group members are more likely to provide a favorable hearing for the change process. Rogers divides those likely to accept change into five groups.[22]

For the purposes of introducing change, the most significant groups are the first three. These include the innovators, who are the first people to try an innovation; the early adopters who are well respected; and the

early majority who compose the critical mass of acceptance. Rogers also identifies the late majority, or the skeptics, and the laggards who are the last group to accept any change. Although the innovators are likely to be the one who will constantly pursue change, the manager will want to obtain the participation of the early adopters and the early majority.

Isolating the entreprenaurs, who are the innovators and early adopters, is seen as the key for innovation. Presently, these "achieving dreamers are penalized by corporate career paths, funding, and other structural barriers."[23] The secret, Pinchot claims, is to allow the periphery of the organization, the individuals involved, to manage the change process themselves rather than have the manager direct the change. In so doing, legitimization is greatly enhanced.

The fourth step is the decision to act by the members of the group, department or organization. Once again, this process allows the full participation by members in the adoption of the innovation. This requires the use of task groups who undertake a complete analysis of the procedures to be used in the innovation's implementation.[24] At the point, the actual cost of the change, the various contingencies required for successful implementation, and other factors must be taken into consideration.

The final step is the execution of the idea. The important distinction between this model for decision-making and the traditional tendency to use top-down, dictated change, is the systematic approach for covering all the possible areas of failure or incomplete implementation. If carefully considered, these steps can preclude unnecessary resistance. Kanter, in The Change Masters, outlines the need for fluid organizational arrangements which encourage subordinate involvement in the process.[25] As Kanter

observes, the issue is not if change will occur, but how it can be mastered in an effective manner. Using subordinates to make the process work effectively provides an important part of the answer.

ARGUMENTS FOR ADOPTION

Faced with a need for change, managers and their subordinates must examines the possible means for obtaining full co-operation from the participants in the change itself. Rogers identifies five characteristics of innovations which can be used to obtain participant support.[26] Rogers does not suggest every change can use all of these arguments. However, these perpsectives can be successfully employed to increase the acceptance of the change. They are relative advantage, compatibility, complexity, trialability, and communicability.

Relative Advantage

The most obvious way to argue for a particular change is to isolate the comparative worth of the new or altered methods, procedures, or structures. The various merits of change can be presented in contrast to the present situation or other alternatives. Without indicting all of the ongoing procedures, for example, the arguments for change can easily be centered on the relative advantage over other possibilities. A new mail delivery system could be placed in comparison to the present system with the superiority of the new procedure being made clear. The extensive group decision-making process called value analysis has been successfully used by various organizations. Value analysis is based on a mathematical attempt to provide a quantified comparison. The particular direction for the relative advantage arguments depend on the group and can center on various economic, personal or strategic qualities.

Compatibility

If the change can be made to fit with the goals and values of the group, then the potential for acceptance is greatly increased. The field of education is repleat with examples of potential changes which seemingly did not fit with the greater goals of the unit, such as increasing class size or abolishing tenure, even though these changes might have a relative economic advantage over the present situation. On a much broader scale, the organizational culture dictates which types of changes fit the the prevailing values and beliefs. Even the speed with which the change can be considered must fall within the culture's level of acceptance.[27] For the group or leader trying to marshall support, the issue of compatibility is a vital one. Just as the human body rejects a foreign substance which seems to be working at odds with the normal functioning, the organization as a living system will reject incompatible changes. The key is to make the change fit with the over-all culture.

Complexity

To the degree the change proposed is difficult to explain, it will be equally difficult to obtain support. The clearer the ideas for the change, the more likely there is to be some chance of adoption. The most relevant example might be the ease with which the hand-held calculator became popular. The calculator is easy to understand and operate and their adoption rate after a short introductory period is an instructive example. The need to demystify change for the organization as a whole is discussed by Tichy in Managing Strategic Change: Technical, Political, and Structural Dynamics.[28] He sees no likelyhood for useful and long-lasting change without the leaders being able to preach about the change. In order to do this, the leaders must be able to explain the various parts of the change process in clear,

realistic terms.

The problem with explaining complex changes in simple terms has often prevented effective change implementation. Programs such as electronic mailing or checking, for example, are difficult to conceive for some individuals and therefore create resistance. Getting employees to adopt a better health benefit package, for example, can fail because of complex explanations. Changes which appear complex become difficult to accept.

Trialability

There are two aspects to trialability. If the change is to be given an opportunity for success, individuals need to be able to sample parts of the change before they can be expected to accept the entire innovation. This sampling process allows the individual a sense of control where they feel they can withdraw or alter the ultimate outcome. Marketing firms have often used this approach with new products and the same process works well in an organization.

Rogers states the user must feel he or she will have the chance to use the new technology, for example, before it will be adopted. Research with overcoming "computerphobia" also has found increased acceptance in the use of computers when individuals have the opportunity to practice in isolated settings, to experiment with the equipment, and to feel free to question the entire process.[29]

Computers offer the most obvious form of innovation requiring an examination of the methods of introduction. New users, according to Byrne, suffer from fear of failure with the new equipment, a concern over loss of control since the computer does what many middle managers have done for years, a fear of having to admit ignorance, an alarm over individual role

change if the computer does become part of the organization, and an apprehension about making bad judgments which can be easily checked on the computer. Part of the solution to these problems is to let individuals know that the current program is a trial for the later use of the machinery. In other words, people are encouraged to look at their possible mistakes in using the computer as part of the learning process. In addition, research indicates the importance of adequate time for the individual to learn and a guarantee of an isolated setting to reduce peer pressure. The key lies in making the change as non-threatening as possible so the natural defensive reactions do not lead to early rejection, premature judgments, or even sabotage.

Communicatibility

Being able to clearly communicate the new process, operation, or policy to individuals or groups is the final important ingredient. The actual results of the process must be easy to explain and demonstrate. Other examples from various organizations need to be used to enhance the clarity of the change concept.

Communication is also necessary to prevent fear from intervening with innovations. By using communication, fear and resistance often can be minimized. In a survey of 300 companies who had implemented new technologies by the Quartz and Associates consulting firm, the key element in successful change was communication.[30]

The leader or group advocating change in an organization can use these five argumentative strategies. In all five cases, the approach is significantly different from the change by dictate used by many organizations.

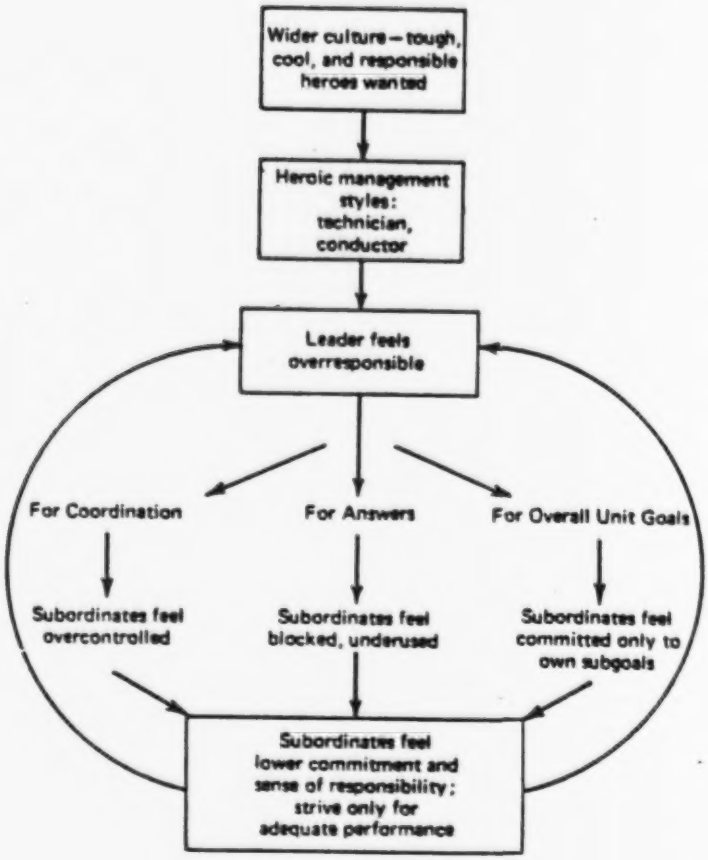
CONCLUSION

Being able to effectively manage change is a basic leadership requirement. This paper isolates the manager-as-developer style as the most successful leadership perspective for the change process. The effective use of subordinate participation is the key to a smooth introduction and implementation of change.

The techniques for systematically considering the five elements of the decision-making process were presented. By carefully analyizing each of these factors, the manager-as-developer will have a greater chance for success. Finally, the five most useful approaches for arguing for change acceptance were presented.

Faced with the inevitability of change, the manager can proceed in a heroic fashion and force through the required innovations. However, the outcome leaves the people effected by the change uncommitted or so dependent on the manager as to lead to extremely difficult problems in implementation. The alternative of involving the employees in the change process has been successfully used in various organizations and seems to provide the best possible course for leadership.

---CHART I---


Wider culture—tough, cool, and responsible heroes wanted
Heroic management styles: technician, conductor
Leader feels overresponsible
For Coordination
For Answers
For Overall Unit Goals
Subordinates feel overcontrolled
Subordinates feel blocked, underused
Subordinates feel committed only to own subgoals
Subordinates feel lower commitment and sense of responsibility; strive only for adequate performance

From: Managing for Excellence. p. 57.

---CHART II---

YOUR MANAGING PROFILE

Directions: Circle 1, 2, or 3 for each of the 10 statements. The statements are conclusions about the factors surrounding the manager which should dictate the style choice. 1 indicates the statement does not generally apply to the manager's situation, 2 indicates it applies often, 3 indicates it is a correct statement all of the time about the situation.

1.	Environment is stable	1	2	3
2.	Subordinates do complex tasks	1	2	3
3.	Subordinates have high technical ability	1	2	3
4.	Subordinates work independently	1	2	3
5.	Subordinate commitment necessary for excellence	1	2	3
6.	Environment is changing	1	2	3
7.	Subordinates do simple tasks	1	2	3
8.	Subordinates require considerable coordination	1	2	3
9.	Subordinates have low technical knowledge compaired to manager	1	2	3
10.	Subordinates commitment not needed for success	1	2	3

Complete your profile by adding:	Type of style used
4___7___1___9___10___=_____	Technician
1___9___10___2___8___=_____	Conductor
2___8___6___3___5___=_____	Postheroic

Your score idicates which style you are presently inclined to use. To enhance employee development and encourage change processes, the style choice might need to be shifted.

Categories taken from Managing for Excellence, p. 56.

Endnotes

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